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MEMORANDUM FOR: Deputy Director for Administration
 Deputy Director for Intelligence
 Deputy Director for Operations
 Deputy Director for Science and Technology
 Chairman, Senior Executive Career Service Panel

FROM : E. H. Knoche
 Deputy Director of Central Intelligence

SUBJECT : Personnel Development Program

1. With your submission for Fiscal Year 1977, the Personnel Development Program will mark its fourth year as an essential element of the Agency's "New Approaches to Personnel Management." It is the Agency's basic executive management and development program and is in accordance with the Executive Development Program required of all Federal agencies, including CIA. It is a dynamic program designed to be reviewed, amended and updated with new job assignments, training assignments and promotion exercises for all officers GS-13 through GS-17 and SPS. While the major review process should be addressed to those identified in PIP, a continuing review of all officers is required to assure no officer's performance at any point in time is overlooked.
2. Responsibility for executive management and development rests with you as the Head of your Career Service. Your responsibility in this matter includes reviewing with the Heads of your Career Subgroups or Divisions their respective Personnel Development Programs to insure they are in accord with your Career Service and the Agency's goals and policies. I suggest such review be done at least semi-annually for update purposes. I, in turn, will annually review with you the Personnel Development Program of your Career Service. By doing so we will assure the continuance of senior managers in the Agency who are well trained and qualified for the assignments and challenges before them.
3. I believe the following are realistic PIP policies and goals for the Agency and suggest their use in discussions with the Heads of your Career Subgroups and Divisions regarding the PIP.

a. Identify vacancies as specifically as possible. For example, rather than stating a senior operations assignment will become vacant within the year, cite the specific vacancy anticipated and, as closely as possible, the quarter or half year in which the vacancy is anticipated.

b. Ideally identify for each vacancy a minimum of two individuals qualified for the assignment and the arrangements necessary to make those individuals available for the assignment. This comprises the Executive List of the PDP.

c. Be aware of the personal goals and plans of each executive level officer, whether on the Executive List or not, so incompatibilities between their plans and Office goals and plans can be reconciled.

d. Ideally have a minimum of three individuals in the feeder group, GS-13 through GS-15, being trained and developed for each of the executive positions on your staffing complement. In most cases the specific position cannot and should not be identified at this level. This group of officers is known as the Executive Developmental Roster and should consist of those individuals in the designated grades judged to have the talent and potential for future executive assignments.

e. To the extent possible, know that the personal plans and goals of each individual on the Executive Developmental Roster are compatible with the Office plans and goals.

f. Identify and schedule specific developmental requirements, both training courses and assignments, for each individual on the Roster. It is appropriate to periodically review long-range plans in the interest of the Agency and the employee to determine their continued applicability.

4. Formats for the FY 77 Personnel Development Program are attached for distribution to your Career Subgroups or Divisions. You may wish to forward them with your own statement regarding Agency and Career Service goals and policies for executive management and development. The Career Service consolidations are to be forwarded to the Director of Personnel no later than 1 September 1976. I request that you analyze the consolidated report and the Subgroup or Division reports in advance of my discussions with you regarding the PDP which will be scheduled in October. I look forward to your comments regarding results of your feedback discussions with the Subgroup and Division Heads regarding the FY 77 PDPs.

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5. As a matter of interest for you, attached is a copy of a memorandum from OMB/CSC highlighting the Federal program and the President's interest in executive development.

/s/ E. H. Knoche

E. H. Knoche

Atts:

FY 77 PDP Formats
Memo from OMB/CSC

ORIGINATOR:

Acting Director of Personnel
8 JUL 1976

STAT

Distribution:

Orig - DD/A, w/atts
1 - Each Other Adse, w/atts
1 - DDCI, w/atts
1 - ER, w/atts
1 - DD/A
1 - D/Pers, w/atts
1 - OP/RS, w/atts

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OP/P&C/RS/ (28 Jun 76)

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